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DEPARTMENT OF THE ARMY FIELD MANUAL

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TRANSPORTATION SERVICES IN A THEATER OF OPERATIONS



HEADQUARTERS, DEPARTMENT OF THE ARMY
APRIL 1967

FOREWORD

This manual provides interim guidance to commanders, staff officers, and other personnel concerned with transportation services support under the TASTA-70 concept of organization and operation. This information can be utilized to facilitate reorganization under the TASTA concept. Firm information on the organizational structure and composition of units will be as contained in TOE's when published. Although the basic TASTA-70 study has been approved by Department of the Army, detailed doctrine contained in this test field manual is under continuing development and review.

Readers are encouraged to submit comments and recommendations for changes that will improve the clarity, accuracy, and completeness of the manual. Comments should be constructive in nature and reasons should be provided for each recommendation to insure understanding and to provide a valid basis for evaluation. Each comment should be keyed to a specific page, paragraph, and line of the text. Comments should be forwarded directly to the Commanding Officer, U.S. Army Combat Developments Command Transportation Agency. An information copy of recommendations that propose changes to approved Army doctrine may be sent, through command channels, to the Commanding General, U.S. Army Combat Developments Command, Fort Belvoir, Virginia 22060, to facilitate review and evaluation.

FIELD MANUAL }
 No. 55-6-1 (TEST) }

HEADQUARTERS
 DEPARTMENT OF THE ARMY
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TRANSPORTATION SERVICES IN A THEATER OF OPERATIONS

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CHAPTER 1

INTRODUCTION

1. Purpose and Scope

This manual is a guide for commanders and staff officers at division and higher headquarters for the employment of the transportation services in a theater of operations. It encompasses the joint and combined aspects of the theater transportation system and outlines the organization, functions, and responsibilities of transportation staffs, headquarters, and units which provide the terminal and movements management services and operate the various modes of transportation.

2. Application

The material presented in this manual applies without modification to general, limited, and cold war.

3. Changes and Revisions

Users of this manual are encouraged to submit recommended changes or comments for improvements to the Commanding Officer, U.S. Army Combat Developments Command Transportation Agency, Fort Eustis, Virginia 23604, on DA Form 1598 (Record of Comments on Publications) in accordance with the applicable provisions of AR 310-3.

CHAPTER 2

TRANSPORTATION SERVICES IN A THEATER

4. General

The transportation service in a theater of operations provides combat service support in three functional areas: terminal services; management services, which include movements management and highway regulation; and mode operations. The transportation service serves the theater as a whole and must have a high degree of flexibility to permit the necessary allocation, concentration, and diversion of all available transportation resources to meet the requirements of military and other users in the theater. This flexibility is achieved by integrating U. S. and allied military and civilian transportation resources under centralized control and permitting decentralized execution of operations.

5. Organization and Staff

a. The commander of a unified or specified command is responsible for the coordination of the air, sea, and land transport means available to the theater wide service. The J4 exercises staff supervision over the allocation and use of transportation. A Joint Military Transportation Board (JMTB) may be established if required. The JMTB is a staff agency under the supervision of the J4. It is composed of representatives from each of the service components and major joint forces and, when appropriate, from host and allied nations. On the basis of forecasted requirements of service components, the JMTB recommends allocation of all transportation resources available to the command in accordance with priorities established by the commander. Based on the recommendations of the JMTB, the J4 allocates transport capability to the service components. The theater army in turn suballocates to the theater army support command (TASCOM) and the field army com-

manders the transport capability allocated to it by the J4.

b. Transportation staff officers are located at all echelons of command from theater headquarters to division. They are normally assigned to the logistics element of the general or joint staff. The transportation staff officer advises the commander on transportation matters, prepares estimates and plans to support operations, and exercises technical supervision over the transportation activities of the command. Specific responsibilities are listed in FM 101-5. Sample formats for transportation estimates and plans are contained in FM 55-15.

c. The transportation organization in a theater is not fixed but is dependent on a number of factors, such as the geography of the theater, the existing transportation net, the availability of civilian and other military transport resources, and the requirements of the forces to be supported. Task units are assigned to the theater to provide the transportation services that are required. Based on the number and types of these units, headquarters organizations are assigned to plan, control, and supervise their operations (fig. 1). A transportation command exercises centralized control over the transportation resources available to TASCOM. It commands and controls the transportation groups and operating units assigned or attached to it, coordinates the employment of airlift and sealift allocated to TASCOM, and supervises the operations of the transportation interzonal services. Major subordinate elements of the transportation command include group and battalion level headquarters to command the units performing terminal services, movements management services and mode operations. In the field army, transportation support is provided by a transportation brigade, which is

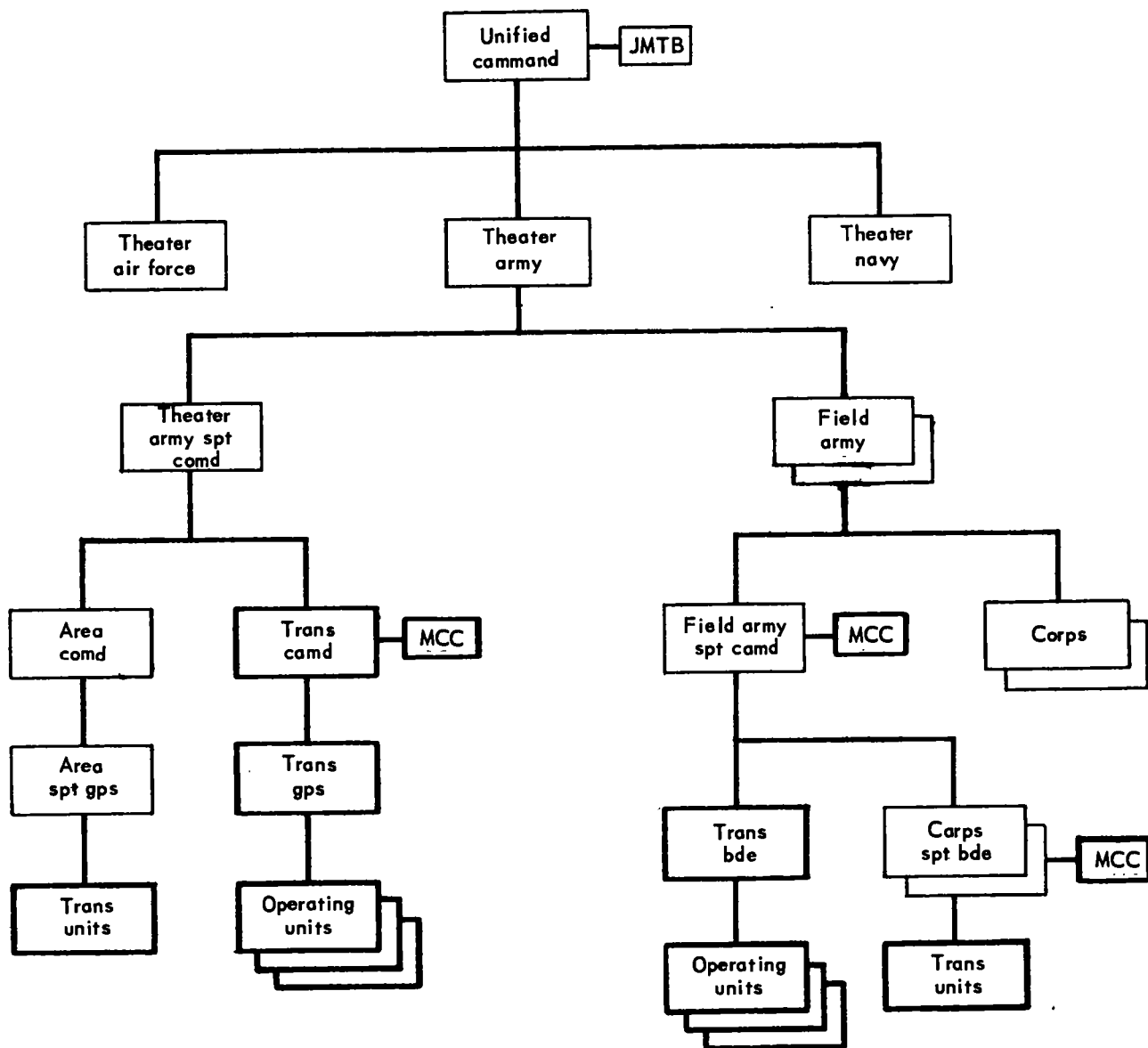


Figure 1. Transportation organizations in a theater of operations.

directly subordinate to the field army support command (FASCOM), and by corps support brigades, which control motor transport and movements units.

d. Transportation capability available to the theater commander may include land transportation provided by Army motor transport, rail and petroleum distribution units; air transportation provided by U.S. Air Force Tactical Airlift Forces, Military Airlift Command and Army aviation units; inland waterway transportation provided by Army units; ocean and

coastal shipping provided by the Navy and the Military Sea Transportation Service; and transport provided by allied or host nations.

6. Management Services

Transportation management services involve two major functions: transportation movements and highway regulation.

a. Transportation movements is concerned with planning, coordinating, programing, and

supervising the allocation and use of the available transportation resources to meet the movement requirements of the command. To accomplish this, movement control centers (MCC's) are established at major support command headquarters and transportation movements offices (TMO's) are established at depots, terminals, and other critical points in the transportation system throughout the theater as required. Within each headquarters, TASCOM or FASCOM, an MCC manages the movement capability available to that headquarters. Each MCC determines the mode and time of shipment and the estimated time of arrival at destination and advises all interested parties of the shipment. There must be a high degree of coordination between the MCC's in each headquarters to effectively regulate the movement of cargo, regardless of mode, between the communications zone and the field army. This coordination must be effected to insure that throughput shipments from TASCOM to units of the field army will be uninterrupted throughout their travel to the ultimate consignee. Similarly, the FASCOM is responsible for shipments originating in the army service area and the support brigades are responsible for shipments from their areas. Each MCC must be kept informed of the status of all shipments, regardless of origin or destination, and when a shipment will pass through its area of responsibility.

b. Highway regulation is concerned with planning, scheduling, routing, and directing the use of the highway net available to the command for the purpose of realizing its maximum potential. This is accomplished by establishing a highway traffic headquarters at those major commands having area jurisdiction and by establishing highway regulation points and traffic control posts to provide information to the highway traffic headquarters and to supervise the implementation of its plans. Detailed information concerning the organization and operating procedures of the movements service and highway regulation is contained in FM 55-4 (TEST).

7. Mode Operations

In a theater of operations, all modes of transportation—air, motor transport, rail, and inland waterway—will be utilized to transport

personnel and cargo. Each has certain inherent capabilities and limitations which must be recognized and considered when integrating the various modes into a theaterwide system.

a. Air Transport.

- (1) Air transport is characterized by high speed of movement and great flexibility of routes. Factors affecting the use of air transport include weather conditions, the range and carrying capacity of the aircraft, the availability of landing facilities, and the degree of air superiority attained by friendly forces.
- (2) Air transport is provided by allocated Air Force capability and by Army aviation units. The Military Airlift Command provides intertheater airlift while tactical airlift forces provide intratheater airlift. Army air transport units are employed primarily in the combat zone. They perform combat service support tasks and supplement other Army aviation units engaged in combat support missions. (Detailed information concerning the organization and operation of the air transport service is contained in FM 55-46 (TEST). (Information on Tactical Airlift operations is contained in FM 100-27.)

b. Motor Transport.

- (1) Motor transport is characterized by the ability to transport cargo and personnel from origin to destination without transfer to another mode. Motor transport is employed in a wide variety of tasks. It may be used in line haul operations as part of the interzonal service or in local haul operations such as terminal clearance, intradepot lifts, and transfer operations. It also serves as the connecting link between other modes, thus facilitating the provision of an integrated transportation service.
- (2) Motor transport is provided by Army light, light-medium, medium, and heavy truck companies and car com-

panies. The truck companies may be equipped with 2½-ton or 5-ton trucks or with a variety of tractor-semitrailer combinations capable of transporting general, refrigerated, bulk liquid, or heavy and outsized cargo. These task units have organic supply, mess, maintenance, and administrative capabilities, which enable the units to operate independently with a minimum of support from the organization they are supporting. Detailed information concerning the organization and operation of the motor transport service is contained in FM 55-35 (TEST).

c. Rail Transport. Rail transport is characterized by the ability to move large tonnages of cargo and large numbers of personnel over long distances at speeds comparatively higher than inland waterways or motor transport. Of all the transport modes, rail transport is least affected by adverse weather. Rail transport is less flexible than other modes because it must depend on a fixed roadbed. The usefulness of rail transport for military operations is dependent on the relationship between the direction of the roadbed and the scheme of maneuver. Virtually any commodity can be moved by rail, subject only to clearance restrictions along the route and the availability of specialized equipment; for example, refrigerator or tank cars. Rail shipments normally originate near water terminals or depots in the communications zone and move to destinations in the combat zone. Detailed information concerning the organization and operation of the rail transport service is contained in FM 55-21 (TEST).

d. Inland Waterway. Inland waterway systems can transport great quantities of bulk cargo and can move heavy and outsize cargo not easily transported by other modes. Disadvantages of inland waterway transport include slow speed, vulnerability to weather and enemy action, and difficulty in repairing damage to facilities such as locks and piers. There are no company-size military units organized specifically to operate on inland waterways. Floating craft operating and maintenance teams from TOE-55-500 are employed to operate independently or to supplement civilian capabilities. Detailed information concerning the or-

ganization and operation of inland waterways is contained in FM 55-55 (TEST).

8. Water Terminal Operations

a. Operation of water terminals in a theater is normally the responsibility of the theater army commander. The Army organization for operating the terminal includes terminal service and lighterage companies and the headquarters units required to supervise them.

b. Water terminal operations are conducted at both fixed port facilities and over beaches. Because of the vulnerability of fixed port facilities to mass destruction weapons, water terminal operations may be characterized by the use of numerous small terminals rather than a few large ones. The degree of dispersion depends on, among other things, the nature of the enemy threat, the availability of suitable facilities, and the transportation net available to clear the terminals. Factors to be considered in dispersed terminal operations include increased requirements for personnel and equipment, greater difficulty in exercising command and control, and comparatively less efficiency in operations. Detailed information concerning water terminal organizations and operating is contained in FM 55-55 (TEST).

9. Maintenance and Supply

a. Aircraft. Aircraft maintenance and supply activities in the theater are accomplished by direct and general support companies and by aircraft and missile repair parts companies. In the communications zone, direct support maintenance companies are attached to area support groups. Aircraft general support maintenance companies and aircraft and missile repair parts companies are attached to field depots. In the combat zone, direct support and general support maintenance companies are attached to support groups in the corps and army support brigades. In the corps support brigades, general support aircraft repair parts are supplied by the aircraft platoon of the repair parts company. In the army support brigade, general support aircraft repair parts are supplied by the aircraft and missile repair parts company.

b. Rail. Rail maintenance consists of maintenance of rolling stock and locomotives, main-

tenance of way, and maintenance of communications used exclusively by the railway service. Direct support maintenance and supply are provided by the railway service. The supply and maintenance command and the engineer command are responsible to provide general support supply and maintenance when that level of service is required. The general support units may be attached to the railway service as it is the sole user of their services.

c. Marine. The transportation terminal organization is responsible for organizational and direct support maintenance of landing craft, amphibians, and harbor craft. A lighterage direct support unit provides these services and also provides marine-peculiar items of supply. General support maintenance and supply sup-

port is provided by floating craft general support companies, which are attached to field depots of the supply and maintenance command in TASCOT. Day-to-day operations of the general support company may be controlled by the transportation terminal organization because it is the sole user of their services.

10. Transportation Technical Intelligence

Transportation intelligence activities are performed by technical intelligence specialists, who are assigned to the military intelligence battalion in the field army. In the communications zone, intelligence responsibilities are retained at theater army level. For detailed information, see FM 55-8.

CHAPTER 3

TRANSPORTATION SERVICES IN A THEATER ARMY SUPPORT COMMAND

11. Organization

a. Transportation Command.

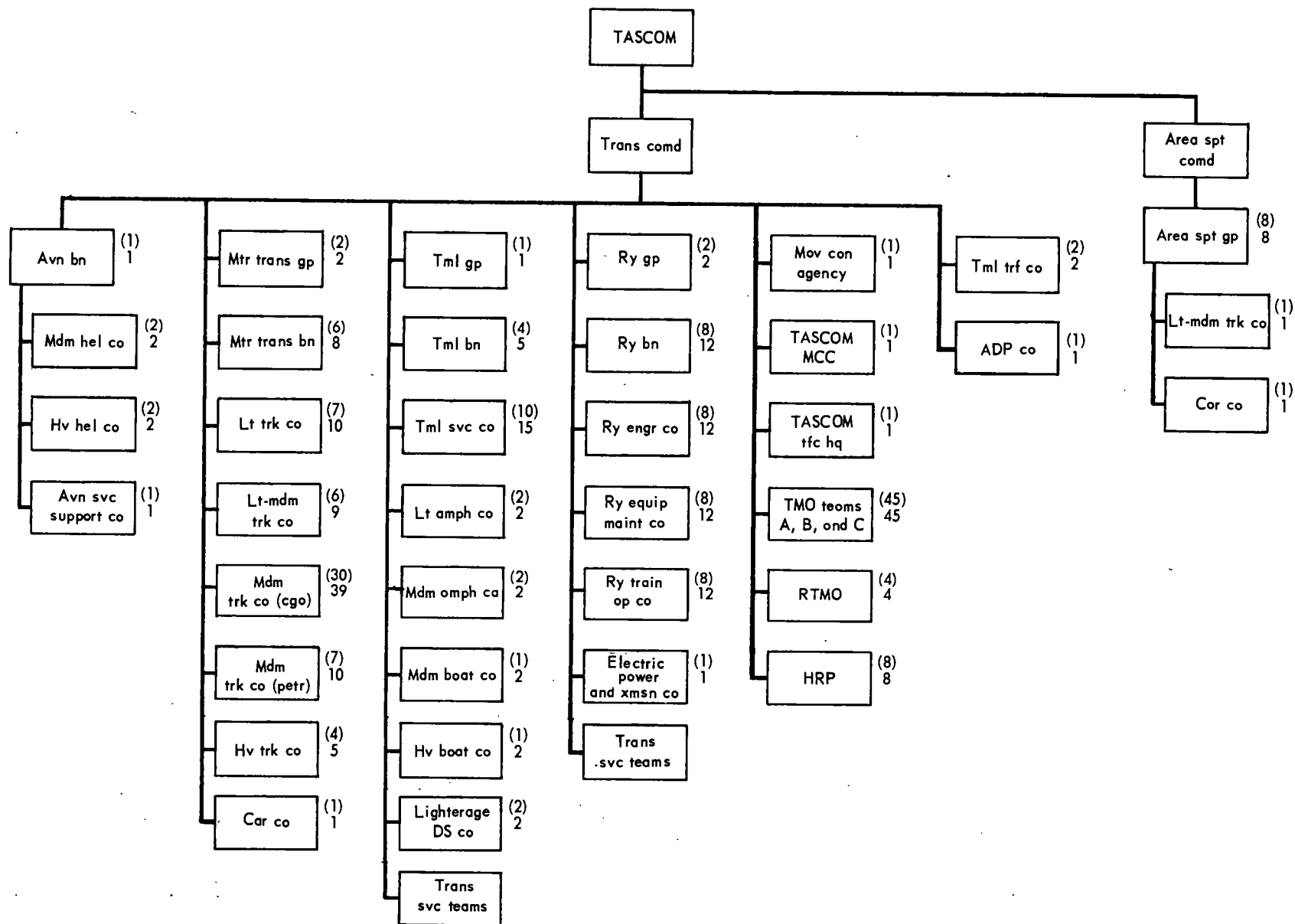
(1) *General.* A transportation command is established within the theater army support command (TASCOM) to command and control the units that perform the transportation management and terminal services and that operate the modes of transport. The transportation command is one of the major mission commands of the TASCOM and operates under the general staff supervision of the assistant chief of staff (ACofS), movements. It may be organized as illustrated in figure 2.

(a) Major functions of the transportation command include—

1. Command and supervision of the operations of assigned and attached units.
2. Coordination of all transportation movements in TASCOM, including the use of allocated intertheater and intratheater Air Force airlift and Navy and Military Sea Transportation Service water lift.
3. Supervision of the operations of the transportation interzonal services.
4. Performing the coordinating functions of an intermediate headquarters as required (for example, when only two railway groups are employed in a theater, they may report direct to the transportation command, which then performs those coordinating functions normally performed by a brigade).

(b) The staff of the transportation command is organized as illustrated in figure 3. The ACofS, personnel and

administration, is responsible for the personnel and administrative functions of the headquarters, including the adjutant general and chaplain functions. The ACofS, security, plans, and operations, is responsible for the normal security functions of the headquarters and for the operational functions of organization and training as outlined in FM 101-5. He coordinates closely with the ACofS, movements, concerning the capabilities, requirements, and deployment of the transportation units. The ACofS, movements, exercises staff supervision over and coordinates the operation of the transportation services provided by the command. Major subdivisions of this section may include a plan and policies branch, a terminal branch, a movement control branch, a highway regulation branch, and branches for each mode of transport. The ACofS, movements, also serves as the chief of the movement control center of the transportation movement control agency. The ACofS, services, supply, and maintenance, develops broad plans and policies concerning the organizational and direct support supply and maintenance activities of subordinate units. The ACofS, Comptroller performs duties as outlined in FM 101-5. The information officer, the inspector general, and the staff judge advocate are members of the commander's personal staff and advise him on



Note: Top number by each block represents the number of units to support on 8-division force; bottom number, on 12-division force.

Figure 2. A type transportation organization to support an 8- and a 12-division force.

matters in their respective areas of interest.

- (2) *Army air transport.* Army air transport is provided by medium and heavy helicopter companies and aviation service support companies. An aviation battalion headquarters is attached to the transportation command. It is capable of commanding up to seven companies. The type, number, and mix of companies attached to the battalion depend on the mission. The aviation service support company, equipped with utility and observation helicopters and fixed wing aircraft provides administrative service support to the headquarters. The medium helicopter company and the heavy helicopter company are equipped to perform combat service support transport missions as necessary.

- (3) *Motor transport.* The size and composition of the motor transport organization in TASCOT depend on many factors, including tonnages to be moved, distances over which they must be moved, units available, characteristics of the road net, and type of service performed.

(a) *Command organizations.*

1. The motor transport brigade is the highest echelon motor transport command organization. It is capable of commanding up to seven motor transport groups. If only two groups are in the theater, they may operate directly under the transportation command.
2. The motor transport group is capable of commanding up to seven motor transport battalions.
3. The motor transport battalion is capable of commanding up to seven truck or car companies. The number, type, and mix of companies attached depends on the mission of the battalion.

- (b) *Task units.* Motor transport task units consist of light, light-medium, medium, and heavy truck companies

and car companies. The light truck companies are equipped with 2½-ton or 5-ton trucks. The light-medium companies are equipped with 2½-ton trucks and one squad of truck tractors and cargo semitrailer. The medium truck companies are equipped with truck tractors and semitrailers for transporting general cargo, bulk liquids, and/or refrigerated cargo. The heavy truck companies are equipped with truck tractors and heavy equipment transporters to transport tanks and other heavy or large items. The heavy truck company may be modified to provide a driveway platoon to deliver vehicles. The car companies are equipped with ¼-ton and ¾-ton trucks and sedans for transporting personnel and light cargo and for performing passenger services.

- (4) *Water terminal organizations.* The water terminal organization consists of terminal service, lighterage, and maintenance and supply units, and the command units necessary to supervise and coordinate their operations. The size and composition of the water terminal organization in a theater depend on a number of variables such as the number of ports and beaches to be operated, the quantity of cargo and number of personnel to be moved through the terminals, and the capabilities and availability of local resources and facilities.

(a) *Command organizations.*

1. The terminal brigade is the highest echelon terminal organization and is capable of commanding up to seven terminal groups. If only two groups are in the theater, they may operate directly under the TASCOT transportation command.
2. The terminal group is capable of commanding, controlling, planning for, and coordinating the operations of up to six terminal battalions. The group may be the senior terminal headquarters in the theater, or it may be subordinate to a brigade.

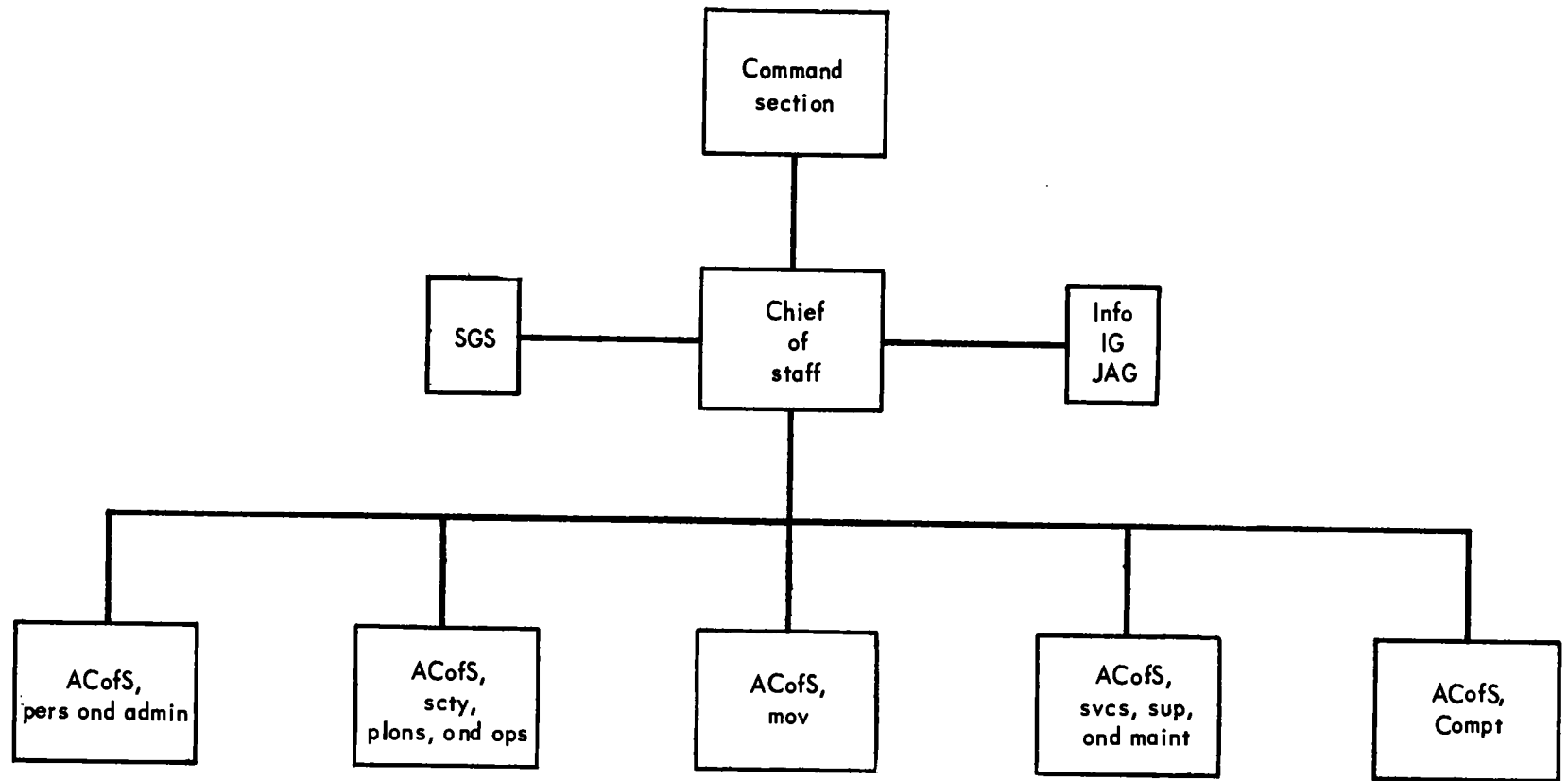


Figure 3. Staff organization, transportation command, TASCOM.

3. The terminal battalion is capable of commanding the units required to discharge up to four ships simultaneously at established water terminals or up to two ships at a logistics over-the-shore (LOTS) site. The battalion supervises and coordinates the daily operations of its attached units.

(b) *Operating and maintenance units.*

1. Terminal service companies load, unload, and tranship cargo at fixed ports or at LOTS water terminals.
2. Light amphibian companies equipped with the LARC-5 (lighter, amphibious, resupply, cargo, 5-ton) and medium amphibian companies equipped with the LARC-15 transport general cargo and personnel over the beach to inland transfer points.
3. Medium boat companies equipped with the LCM8 (landing craft, mechanized) and heavy boat companies with the LCU (landing craft, utility) are normally used to transport vehicles and other heavy cargo. They are also capable of transporting general cargo or personnel.
4. Lighterage direct support companies provide direct support maintenance for landing craft and amphibians and supply items peculiar to the lighters they support.
5. The floating craft general support company provides general support maintenance on amphibians, landing craft, and other floating craft and receives, stores, and issues supplies peculiar to these craft. This company operates under the command of the supply and maintenance command of TASCOT but may be attached to the senior terminal unit in the theater.
6. Teams from TOE 55-500 operate LARC-60's and various types of harbor craft. Maintenance teams

from this TOE may be used to supplement the direct and general support companies or to independently support isolated amphibian, boat, or harbor craft units.

- (5) *Railway transport.* The transportation railway service is composed of operating and maintenance units and the command organizations necessary to supervise them.

(a) *Command organizations.*

1. The general headquarters is the highest echelon of command in the railway service. It is required only when the magnitude and complexity of the rail operations necessitate two or more railway brigades.
2. A railway brigade is capable of commanding two or more railway groups. If only two groups are required, they may be directly subordinate to the transportation command, TASCOT.
3. The railway group is capable of commanding up to seven operating battalions and normally controls the operation of up to 960 kilometers of main rail line. The group may serve as the senior rail headquarters in the theater or may be subordinate to a railway brigade.
4. The railway battalion is capable of commanding up to seven operating and/or maintenance units. The battalion normally controls the operation of a 150-250 kilometer portion of the rail line, which is referred to as a railway division. Railway engineering, equipment maintenance, and train operating companies are attached to the battalion as required.

(b) *Operating and maintenance units.*

1. The railway engineering company is responsible for maintenance of way, which includes the maintenance of track and roadbed, buildings, bridges, and railway signals and communications facilities used solely by the railway service.
2. The railway equipment maintenance company services and performs organizational and direct support

maintenance on diesel-electric locomotives and railway cars.

3. The railway train operating company provides crews to operate trains on the main lines and in rail yards.
 4. An electric power and transmission company operates and performs organizational and direct support maintenance on the electric power system of an electrified railway.
 5. Transportation service teams (TOE 55-500) may be used to supplement the capabilities of these units or to serve in lieu of them if less capability is required. One of these teams is the mobile railway workshop which performs direct support maintenance on locomotives and rolling stock where static facilities are nonexistent or inadequate.
 6. A diesel-electric locomotive repair company and a railway supply and car repair company perform general support maintenance on diesel-electric locomotives and rolling stock and supply all rail-peculiar items for their maintenance. These units are assigned to the supply and maintenance command and operate as part of the field depot system. These units may be placed under the operational control of the railway organization as it is the sole user of their services.
- (6) *Transportation movements service.* A movement control agency is normally attached to the transportation command. It provides personnel to operate the movement control center (MCC), the traffic headquarters, and the field transportation movements offices (TMO's) and highway regulating points.
- (7) *Automatic data processing.* An automatic data processing company is attached to the transportation command to provide computer and peripheral equipment and services for movements management, highway regulation, and mode operations.

- (8) *Terminal transfer operations.* A terminal transfer company is designed to load, unload, and tranship cargo at all types of inland terminals serving all modes of transportation (FM 55-55).

b. *Other Transportation Organizations in the Communications Zone.* A light-medium truck company and a car company are attached to each area support group of the area support brigade.

12. Management Services

Management services are performed by the TASCOM MCC and the traffic headquarters and by TMO's and highway regulating points located throughout the communications zone.

a. The MCC functions under the control of the transportation command and is the central transportation movements management agency for TASCOM. It receives the movement requirements of TASCOM, balances them against the transport capabilities, and allocates these capabilities to meet specific requirements.

b. The TMO's are located at depots, terminals, and other critical points in the transportation system throughout the communications zone, as required. They are directed by the MCC's. The TMO's coordinate the shipments, report to the MCC's the installations' capabilities to ship and to receive, and act as a liaison element between shippers, receivers, and transport mode operators.

c. The traffic headquarters also operates under the control of the transportation command. It plans for and supervises the use of the road net available to the command by classifying routes, developing traffic circulation plans, and using the traffic control posts and highway regulating points to implement plans and priorities.

13. Mode Operations

Mode operations in the communications zone include air, motor, rail, and inland waterway operations. The bulk of the mode operations consist of interzonal movements; the remainder are movements within the communications zone. The transportation interzonal service includes highway, rail, and inland waterway organiza-

tions. It is a theaterwide service that is centrally controlled and coordinated by the transportation command. Interzonal airlift is provided by the Air Force component tactical airlift units, with Army air transport units being utilized to provide airlift support of army forces in accordance with operational requirements. The transportation command coordinates that portion of the theater airlift allocated to the Army.

a. Air Force Airlift.

- (1) The theater army commander normally delegates to the TASCOM commander the responsibility for the utilization of Air Force intratheater airlift allocated to the Army. The MCC of TASCOM plans for and coordinates the use of this tactical airlift. Army airlift coordinating officers from the TASCOM MCC are stationed at the Tactical Air Control Center. Army traffic coordinating officers, who operate at each Air Force terminal handling Army cargo or personnel, coordinate the use of the airlift. Aircraft may be provided from the Military Airlift Command aircraft allocated to the theater. Aircraft operate on either a scheduled or a mission basis.
- (2) Army airlift within the communications zone is used for lateral movement of high-priority cargo, movement of personnel and cargo to and from Air Force terminals, and rapid deployment of rear area protection forces.
- (3) Air terminals in the communications zone will normally be Air Force terminals. Facilities at these terminals include those required for servicing and maintaining aircraft and for transferring cargo and personnel.

b. Motor Transport.

- (1) Motor transport services in the communications zone include local and line haul operations in support of the TASCOM and area command missions. This includes operating the interzonal service, which extends through the communications zone into the army area. The transportation command re-

tains control of units and vehicles engaged in an interzonal operation.

- (2) Motor transport groups are assigned to the transportation command and are responsible for the overall operation and supervision of attached battalions and truck companies. Attachment of battalions and truck companies to each group is determined by the type of operations in which the group will be engaged. A group may be assigned the mission of operating an interzonal service and its attendant facilities. It then employs its battalions to operate the facilities required to support this service and designates operational segments on the line of communications (approximately 160 kilometers in length) for which each battalion is responsible.
- (3) The motor transport battalion functions as an operating headquarters under group supervision and controls and supervises the employment of the vehicles of its attached units, the number and type of which are dependent upon the mission assigned to the battalion. When employed in a line haul operation, the battalion with attached units may provide vehicles for operating over a segment of the route and it may operate a truck terminal or a trailer transfer point on the route. In a limited operation, the battalion with attached units may operate the entire line haul with its attendant facilities.
- (4) Motor transport terminals and trailer transfer points are located along the routes of line haul operations to serve as connecting links between line haul and local haul operations. They are operated by units of the motor transport service. These terminals provide facilities for maintenance and servicing, cargo and trailer transfer, and temporary holding for in-transit cargo and vehicles. Trailer transfer points are utilized for trailer exchange and have limited maintenance facilities.

- (5) Medium truck companies equipped with stake and platform semitrailers are used for the line haul transportation of cargo. Medium truck companies equipped with 5,000-gallon-capacity semitrailers are used for the line haul transportation of bulk petroleum products.
- (6) Light-medium truck companies from the transportation command are available to provide intradepot support to the field depots if required.
- (7) A light-medium truck company and a car company are attached to each area support group. These companies provide transport to accomplish the area command mission and are not normally available for employment by the motor transport services. However, area support groups may, when the need arises, request additional motor transport support from TASCOM.

c. Rail Transport.

- (1) Because of the large quantities of labor and material required for new rail construction, rail operations are feasible only if a rail net already exists in the theater. Rail operations in the theater include operation of the main rail lines and yards, sidings, and spur tracks required to connect the various installations with the main lines.
- (2) Rail operations are classified according to the degree of military effort required. Phase I operations are conducted solely by military personnel. Phase II operations are conducted by military personnel with civilian augmentation. Phase III operations are conducted by civilians under varying degrees of military supervision. In addition, a friendly government may provide railway service to U. S. military forces.
- (3) Railway groups are responsible for the overall supervision and direction of a portion of the main rail line up to 960 kilometers in length. Railway battalions are responsible for the op-

eration of a segment of the main line 150-250 kilometers in length, which is called a railway division. Operating companies are attached to the battalion.

- (4) Rail terminals are located along the main line and at limits of rail operating divisions. The terminals are operated by personnel of the railway service. Facilities may include marshaling yards, repair and service installations, and cargo transfer and holding areas.

d. Inland Waterway Transport. Inland waterways are not normally utilized to support military operations in a theater. If a waterway is operable and if civilian craft and crews are available, the mode may be utilized to supplement the other modes and to support the civilian economy or military lighterage units and equipment may be used to provide an inland waterway transport service. Inland waterway operations are supervised by a terminal battalion or group.

14. Water Terminal Operations

Water terminal operations include loading and unloading cargo and personnel from ships either at a pier or in the stream, lightering cargo and personnel ashore when required, and loading cargo or personnel on other modes for movement out of the terminal areas.

a. The ACofS, movements, TASCOM (or the theater J4), conducts a ship's destination meeting which is attended by representatives of the supply and maintenance command, the transportation command, the Military Sea Transportation Service, and other interested agencies. Based on ship arrival schedules, cargo manifests, terminals and depot responsibilities, and other considerations, incoming ships are directed to a particular water terminal for discharge. Cargo disposition instructions (CDI's), which designate inland destinations for cargo, are issued by the TASCOM MCC. Based on the CDI's, the terminal battalions make plans and give specific assignments to terminal units for discharge of vessels and for port clearance. The battalions are responsible for supervising the day-to-day operations of the companies attached to them.

b. Bulk POL products arriving by oceangoing tankers are unloaded at special berths or from offshore mooring, using submarine or floating pipelines. The responsibility of the terminal battalion is normally limited to providing berthing services for the tankers. The petroleum group of the supply and maintenance command is responsible for discharging the vessel and clearing the POL from the terminal.

15. Maintenance and Supply

a. *Aircraft.* Army air transport units in the communications zone receive direct support maintenance from aircraft maintenance companies attached to the area support group of the area support command. General support and higher level maintenance is performed by general support companies attached to the field depots of the supply and maintenance command.

b. *Rail.*

- (1) Direct support maintenance on locomotives and rolling stock is performed by railway equipment maintenance companies, which are normally attached to a railway battalion, and by mobile workshops, which are normally attached to a railway group. General support maintenance is performed by railway supply and car repair companies and diesel-electric locomotive repair companies. These latter companies are under the command of the supply and maintenance command, but may operate under the control of the rail organization as it is the sole user of the maintenance services.

- (2) Maintenance of way, structures, and signals is performed by the railway engineering company, which is normally attached to the railway battalion. Maintenance is performed on the roadbed, the track, bridges, tunnels, water and fueling facilities, railway signals, and centralized traffic control facilities. The construction command, TASCOM, is responsible for the construction, rehabilitation, and major maintenance of the roadbed, structures, and primary electric power sources and transmission lines required for railway operations.

- (3) Signal lines and communications lines used exclusively by the railway service are maintained within the unit's capability by the railway engineering company. The theater army signal operations command is responsible for the planning, construction, rehabilitation, and major reconstruction of communications lines used exclusively by the railway service.

c. *Marine.* A lighterage direct support company provides direct support maintenance services and marine-peculiar items of supply required for organizational and direct support maintenance of landing craft and amphibians. This company is attached to the terminal organization. General support maintenance for lighterage and other floating craft is provided by a floating craft general support company. This company is attached to the supply and maintenance command. Daily operations may be controlled by the transportation terminal organization, which is the sole user of the general support services.

CHAPTER 4

TRANSPORTATION SERVICES IN A FIELD ARMY SUPPORT COMMAND

16. Organization

a. General. The transportation support for an 8- and a 12-division field army is illustrated in figure 4. Transport capability, usually in the form of motor transport units, is attached to the corps support brigades to meet their normal, continuing requirements. The air transport capability, the terminal transfer companies, and the remaining motor transport capability are retained under the control of a transportation brigade to satisfy requirements in the army service area and to support requirements beyond the corps capabilities.

b. Transportation Brigade. A transportation brigade is established within the field army support command (FASCOM) to command and control the attached units. (The ACofS, movements, exercises staff supervision over the transportation services provided by the command.) The brigade staff is organized similarly to the staff of the transportation command. Major functions of the brigade include commanding attached units, planning for and supervising their operations, and integrating the capabilities of the various modes into a responsive army-wide system.

17. Management Services

Management services are performed by movement control centers (MCC's) and traffic headquarters at FASCOM and the corps support brigade headquarters and by transportation movements offices (TMO's) and highway regulation points located throughout the field army area. A movement control company (FASCOM) and movement control company (corps support brigade) serve as carrier units for the MCC, the highway traffic headquarters, and the field TMO's and highway regulation points.

a. The MCC's become elements of the staff and operate directly under the supervision of

the ACofS, movements, at the FASCOM and support brigade headquarters. The MCC's receive the movement requirements of the command, balance them against the transport capabilities, and allocate these capabilities to meet specific requirements.

b. The TMO's are located at shipping and receiving installations and terminals throughout the field army area. They are supervised by the MCC's. The TMO's coordinate the shipments, report to the MCC's the installation's capabilities to ship and receive, and act as liaison between shippers, receivers, and transport mode operators.

c. Traffic headquarters also operate under the direct staff supervision of the ACofS, movements, at FASCOM and at each corps support brigade. They plan for and supervise the use of the road net available to the command by classifying routes, developing traffic circulation plans, and using the traffic control posts and highway regulation points to implement road movement plans and priorities for both logistical and tactical movements.

18. Mode Operations

Air and motor transport are the primary modes of transport employed in the field army. Rail transport will be used if available, but the length of time and the construction effort required to repair the damage to the rail line by combat actions usually preclude rail operations while the area is under control of the field army commander. Rail operations in the field army area are part of the interzonal service and are controlled by the TASCOM transportation command though a portion of the rail capability may be allocated by field army use.

a. Army Air Transport. Army air transport assigned to the FASCOM is employed primarily in a combat service support role. The medium

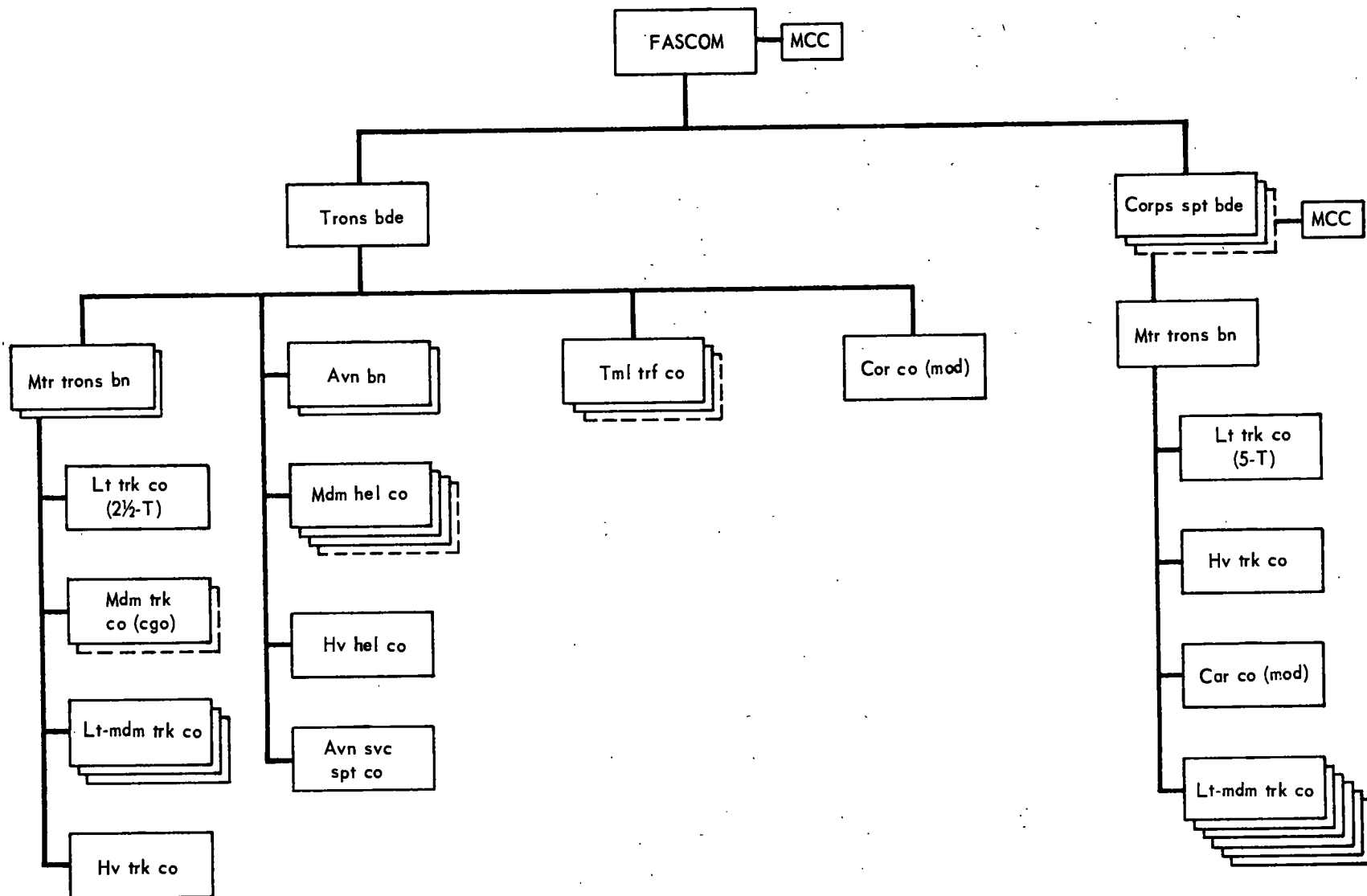


Figure 4. A type transportation organization to support an 8- and a 12-division field army.

helicopter (CH-47) companies transport cargo and personnel from terminals and general support activities in the army service areas to installations in the corps and division areas. The heavy helicopters (CH-54) are employed to transport cargo that exceeds the lift capacity of the other helicopters. The aviation service support company provides administrative air transport for the FASCOM and its major subordinate commands. Aircraft may be used to provide mobility for units or personnel involved in rear area protection. FASCOM helicopters may also be employed in the combat support role to supplement the airlift available to the tactical commander.

b. Motor Transport.

- (1) The FASCOM commander employs the assigned motor transport units to provide an army-wide transportation motor transport service. This includes providing support to the army rear support brigade, which has no motor transport units, and to the corps support brigades to meet motor transport requirements which exceed the capabilities of their attached motor transport units.
- (2) The motor transport battalions under control of the transportation brigade

conduct line haul operations from the army service area to the corps and division areas and support the army support brigade operations.

- (3) The motor transport units attached to the corps support brigades are employed in a variety of tasks, including movement of supplies to division support commands and direct support units in the corps area, transporting supplies from direct support units to nondivisional using units in the corps area, and supporting intradepot operations.
- (4) Car companies are assigned to the FASCOM and the corps support brigades to transport personnel and light cargo.
- (5) Medium truck companies equipped with 5000-gallon-capacity semitrailers are attached to petroleum battalions and distribute bulk POL in the field army area.
- (6) Transportation tactical carrier companies equipped with track-laying vehicles may be used to provide protected tactical mobility to support combat forces or to provide combat service support under conditions in which off-road mobility is required.

CHAPTER 5

TRANSPORTATION SERVICES IN A CORPS SUPPORT COMMAND

19. Organization

The transportation organization to support a corps depends primarily on the relative position of the corps in theater organization.

a. If the corps is part of a field army, it will be supported by a corps support brigade as described in chapter 4.

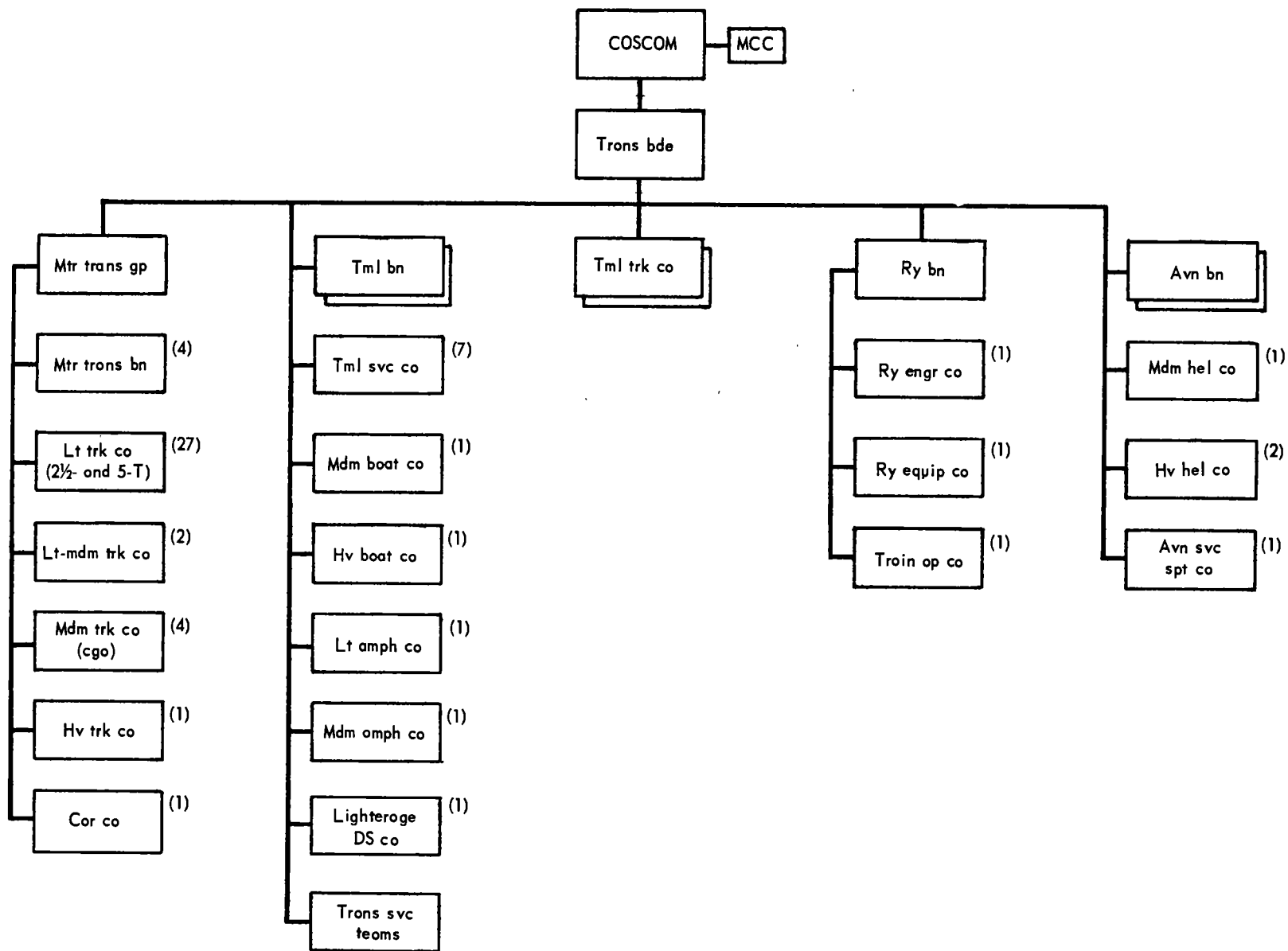
b. If the corps is a separate corps—that is, operating directly under the theater army and receiving combat service support from a theater army support command—a corps support command (COSCOM) is established. The COSCOM supporting a separate corps provides services similar to those a field army support command (FASCOM) provides to a field army. A transportation group consisting of air transport, motor transport, and terminal transfer units supports a separate corps. A movement control center (MCC) operates directly under the assistant chief of staff, movements, of the COSCOM.

c. If the corps is an independent corps—that is, operating as the senior army element in the theater with the combat service support responsibilities of a theater base—a COSCOM is established that has the capability to provide base transportation services as well as those services normally provided by a FASCOM. A type organization to support an independent three-division corps force is illustrated in figure 5.

20. Transportation Services

a. Transportation services in an independent corps are a combination of all the services provided in the theater. The transportation brigade is responsible for discharging the cargo and personnel at water terminals and for moving the cargo from the terminals to the division. The MCC and the traffic headquarters at corps control these movements and regulate the use of the road net available to the corps.

b. The various services are accomplished as described in chapter 4.



Note: Number of units is shown parenthetically.

Figure 5. A type transportation organization to support an independent corps of three divisions.

CHAPTER 6

TRANSPORTATION SERVICES IN AN INDEPENDENT DIVISION

21. Organization

a. The transportation organization to support a division depends on the relative position of the division in the theater organization.

- (1) If the division is part of a corps, it will receive its support from the corps support brigade or the corps support command (COSCOM).
- (2) If the division is a separate division—that is, operating directly under theater army and receiving support from a theater support command—a division support brigade is established. The mission of this brigade is comparable to a COSCOM supporting a separate corps. A transportation battalion consisting of aviation, motor transport, and terminal transfer units supports the separate division. A movement control center (MCC) operates directly under the staff supervision of the division support brigade.
- (3) If the division is an independent division—that is, operating as the senior army organization in the theater and

having the combat service support responsibilities of a theater base—a division support brigade with a composite transportation group will be established. This brigade provides theater base services as well as the services normally provided to the division by a COSCOM.

- b.* A type transportation organization to support an independent division is illustrated in figure 6.

22. Transportation Services

a. The transportation services in an independent division are a combination of all the transportation services performed in a theater. The transportation group is responsible for discharging the cargo and personnel at water terminals and for moving the cargo forward from these terminals to the division. The MCC and the traffic headquarters control these movements and regulate the use of the road net available to the command.

- b.* The various services are accomplished as described in chapter 4.

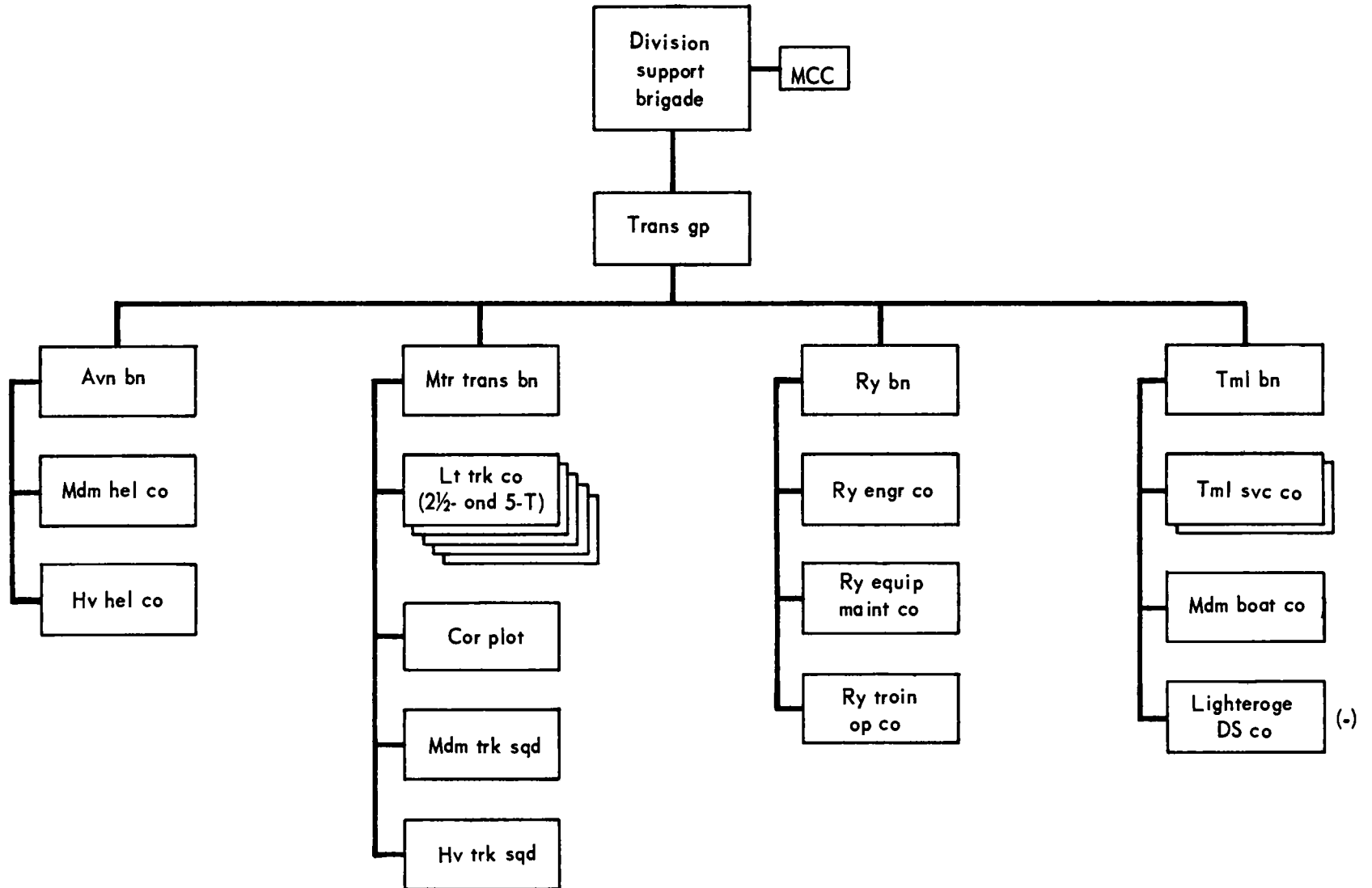


Figure 6. A type transportation organization to support an independent division force.

APPENDIX

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FM 1-100	Army Aviation.
FM 8-10	Medical Service, Theater of Operations.
FM 8-55	Army Medical Service Planning Guide.
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FM 54-2	The Division Support Command.
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3. Army Regulations

AR 55-22 Allocation of Transportation Space.
AR 55-166 Utilization of Cargo Transporters in CONEX Service.
AR 58-1 Joint Procedures for Management of Administrative Use Motor
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AR 59-107 Responsibilities of Air Traffic Coordinating Officers.
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AR 320-50 Authorized Abbreviations and Brevity Codes.
AR 750-1 Maintenance Concepts.
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4. Department of Army Pamphlets

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DA PAM 690-80 Administration of Foreign Labor During Hostilities.

5. Tables of Organization and Equipment

TOE 55-500 Transportation Service Organization.

6. U. S. Air Force Manual

AF Manual 2-4 Tactical Air Force Operations, Tactical Airlift.

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